



THE EFFECT OF MOTIVATION AND COMPETENCE ON THE PERFORMANCE OF EMPLOYEES OF PT. PARAMITA BANGUN SARANA TBK WITH CAREER DEVELOPMENT AS INTERVENING VARIABLE

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Abstract: This study aims to examine the effect of employee motivation and competence on employee performance mediated by employee career development. The number of respondents as many as 42 respondents. All respondents are employees of PT Paramita Bangun Sarana, Tbk. Research with a quantitative approach. The data used in the form of primary data obtained from the results of filling out the questionnaire. The data was then analyzed using the Partial Least Square analysis technique using the SmartPLS program. Based on the results of the analysis of this study, it was concluded that motivation and competence had an effect on career development, motivation and competence had a positive effect on employee performance, career development had a positive effect on employee performance, and career development could mediate the indirect effect of motivation and competence on performance.

Keywords: Motivation, competence, career development, performance, Partial Least Square.

INTRODUCTION

Human resources (HR) are important for companies or organizations. Employees as human resources with high performance, have a dominant role in the implementation of company operations and the achievement of predetermined goals. Thus, organizations must respect various aspects of employees in order to form superior and quality human resources (Bruce, 2009). The higher the employee's ability, the higher the organizational performance, and vice versa. In order for management operations to run well, the organization needs to be run by employees with high abilities or competence so that the organization can be managed optimally, which will further increase employee performance.

PT Paramita Bangun Sarana Tbk is one of the leading contractor companies in Indonesia. The results of observations on the company's operating income and net income data for 2017 -

2019 in Figure 1 can be seen a decrease in net profit from 2017 - 2019. This indicates a decline in company performance, one of the possible causes is the low performance of Human Resources in it.

In a preliminary test conducted on 20 employees of PT Paramita Bangun Sarana Tbk. In the preliminary test, respondents were asked to answer questions related to the variables of motivation, competence, career development and performance.

The results of the pre-survey show that salaries and benefits are the highest motivation for employees to work, in addition to the opportunity to take part in training and increase knowledge provided by the company to employees, but the company has not fully provided opportunities for employees to participate in training and increase knowledge, causing some employees to experience a decrease in performance.

In terms of employee work motivation, the pre-survey results show that employee work motivation is still relatively low, the pre-survey results show that only 50% of employees always try to expand their knowledge to improve work performance, only 40% of employees are active in determining the direction of the organization's operations. there are only 45% of employees who always work hard to get an award from the organization as big as, this shows a lack of employee motivation to improve performance which is the responsibility of employees.

In terms of career development, only 20% of employees stated that the company provided clear career plans and patterns for employees, only 25% of employees stated that the company had clearly communicated career opportunities or promotions to employees and only 45% of employees stated that Their career has progressed as they expected.

In terms of performance, 20% of company respondents have provided clear career plans and patterns for employees, 25% of employees stated that the company has clearly communicated career opportunities or promotions to employees and 40% of employees stated that they have been able to develop as they expected.

Low work motivation, employee competence, lack of career development and low performance certainly have an impact on company performance. This needs to be tested for connectivity so that the company can determine the right steps in an effort to improve performance. Based on the phenomenon of pre-survey results and supported by theory and previous research so that researchers are interested in testing the effect of work motivation and employee competence on career development and employee performance.

LITERATURE REVIEW

Work motivation. Heller, (1998) in his book Wibowo, (2016) suggests that motivation is the desire to take action. Individuals can be motivated from several different strengths. The need to influence subordinates at work to adjust motivation to organizational needs. Mangkunegara, (2016)

states that motivation is a condition that moves employees to achieve goals, while motivation contains several elements, namely directing, generating, showing intensity, maintaining, which are sustainable and have goals. According to McClelland & Mac Clelland, (1961) in the Three Needs Theory that affects motivation, it is stated that motivation has 3 measurement indicators, namely the need for achievement, affiliation and power.

Competence. Mc. Clelland in Sedarmayanti, (2015) defines competence as the basic characteristics of each individual that directly affects or is able to predict performance very well. Spencer and Spencer (1993) in (Sutrisno, 2013)state that employee competence can be measured in 5 indicators, namely Motives, Traits / Traits, Self-Concept, Knowledge and Ability.

Career development. According to Mangkunegara, (2016)defines career development as staffing activities that help employees carry out their future career development in the organization and these employees are able to develop themselves optimally. Career development can be measured using a measurement scale developed in the research of Weng et al (2010) in Dialoke & Nkechi, (2017). The measurement scale is categorized through 4 dimensions, namely career goal progress, professional ability, promotion speed, and remuneration growth.

Performance. Kasmir, (2018) stated that performance is the achievement of work results and work behavior in completing the tasks and responsibilities given within a certain period. While Bernardin and Russell in Kaswan, (2012) there are 6 main criteria in measuring performance including: Quality, Quantity, Time, Cost Effectiveness, Interpersonal Impact and Need for Supervision.

Model Framework. In accordance with these studies, it can be made a framework of the relationship between variables, namely motivation and competence as independent variables, while career development and employee performance as dependent variables. So the relationship between the independent variables and the dependent variable is described as follows:

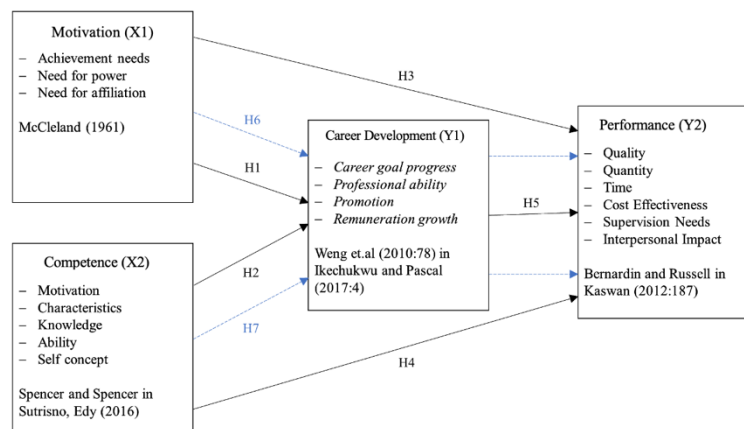


Figure 1

RESEARCH METHODS

Research design. This study uses a quantitative approach with the type of causality research (cause and effect) which examines the causal relationship between work motivation and competence variables on career development and performance. Work motivation and competence in this study as independent variables, career development as a mediating variable and performance variable is the dependent variable which is influenced by work motivation, competence and career development..

Population and Sample. The population of this study are all employees of the head office of PT. Paramita Bangun Sarana, Tbk with a population of 60 employees. By using the saturated sample method, all members of the population in the study are taken as samples.

Data Analysis Techniques. Analyzing the research data through the stages of analysis, namely (1) descriptive analysis of the characteristics of the respondents; (2) Descriptive analysis of research variables and (3) Partial Least Square (PLS) analysis. Descriptive analysis of respondent characteristics and descriptive analysis of research variables were carried out with the help of the SPSS program while PLS analysis was carried out with the help of the SmartPLS version 3 program.

FINDINGS AND DISCUSSION

The results of the data analysis of this study include the results of descriptive analysis of respondents' characteristics, the results of descriptive analysis of research variables and the results of PLS analysis which will then be used to test research hypotheses.

Characteristics of Respondents. The number of respondents in this study were 60 people, all of whom were employees of PT Paramitha Bangun Sarana, Tbk. Based on the results of the descriptive analysis of the characteristics of the respondents. It is known that most of the respondents in this study were employees of PT Paramitha Bangun Sarana, Tbk. who were male (64.3%); aged 18 – 30 years (47.6%) and 31 – 40 years (40.5%); S1 education (66.7%) and working period < 5 years (71.4%) Then based on the existing criteria, the respondent's perception index of the variables in the study was determined, as follows :

Tabel 1. Frequency Distribution of Respondents' Answer Scores on Motivational Variables

No	Motivation Indicator	SD	D	N	A	SA	Mean	Criteria
Need for achievement								
1	Job challenges that have an impact on improving work performance	1	2	7	11	21	4.17	high
2	Carrying out the responsibility that has been accepted	1	2	6	7	26	4.31	high
3	Want awards and work achievements from the company	0	5	18	10	9	3.55	medium

The need for power								
4	Seek positions within the group to seize and expand power	2	2	13	15	10	3.69	high
5	Seek positions within the group to seize and expand power	1	2	20	15	4	3.45	medium
Need for affiliation								
6	Improve and enhance relations with the organization	2	5	13	14	8	3.50	medium
7	Make Cooperation with all parts that are bound	0	3	8	17	14	4.00	high

Source: processed data (2021)

Tebal 2. Frequency Distribution of Respondents' Answer Scores on Competency Variables

No	Competency Indicator	SD	D	N	A	SA	Mean	Criteria
Motivation								
1	Increase work motivation	1	6	13	16	6	3.48	medium
2	Increase morale	0	4	4	20	14	4.05	high
3	Improve the quality of work	1	1	6	20	14	4.07	high
Traits/Treats								
4	Can work together in a team	1	2	3	21	15	4.12	high
5	Self development and add experience	0	2	5	15	20	4.26	high
Knowledge								
6	Educational background	1	3	11	20	7	3.69	medium
7	Knowledge at work	0	4	11	21	6	3.69	high
Ability								
8	Able to express ideas	0	0	11	22	9	3.95	high
9	Able to do task analysis	0	0	9	22	11	4.05	high
10	Requires training	0	1	10	20	11	3.98	high
11	Training within a certain time	3	9	13	14	3	3.12	high
Self concept								
12	People who are capable and have quality work	0	0	12	17	13	4.02	medium
13	Expect success in work	0	1	7	13	21	4.29	high
14	Career opportunity	0	1	6	18	17	4.21	high

Source: processed data (2021)

Table 3. Frequency Distribution of Respondents' Answer Scores on Career Development Variables

No	Career Development Indicator	SD	D	N	A	SA	Mean	Criteria
Career goal progress								
1	Relationship between current position and career goals	1	4	8	18	11	3.81	high
2	Opportunities in increasing career levels and paths	1	4	7	18	12	3.86	high
Professional ability								
3	The drive to improve abilities	1	2	4	27	8	3.93	high
4	Encouragement to increase knowledge	1	2	4	27	8	3.93	high
5	The push to improve the experience	1	3	4	26	8	3.88	high

Promotion								
6	Opportunity for promotion	0	3	10	20	9	3.83	high
7	Speed in promotion	0	2	11	20	9	3.86	high
8	Placement	2	1	7	20	12	3.93	high
Remuneration growth								
9	Salary Growth	0	3	5	20	14	4.07	high
10	Possible wage increase	0	2	10	22	8	3.86	high
11	Comparison of wages and workload	0	2	9	21	10	3.93	high

Source: processed data (2021)

Table 4. Frequency Distribution of Respondents' Answer Scores on Performance Variables

No	Performance Indicator	SD	D	N	A	SA	Mean	Criteria
Quality								
1	Careful at work	1	4	1	27	9	3.93	High
2	Self-evaluation	1	4	3	26	8	3.86	High
3	Completing work according to SOP	0	3	3	26	10	4.02	High
Quantity								
4	Completing work according to target	0	2	5	25	10	4.02	High
5	Completing work on time	1	4	3	24	10	3.90	High
Time								
6	Always ready for the company	1	3	9	19	10	3.81	High
7	Arrive on time	1	3	11	16	11	3.79	High
8	Always be at work during working hours	1	3	9	16	13	3.88	High
Cost Effectiveness								
9	Cost efficiency at work	1	2	0	22	17	4.24	high
10	Responsible use of fees	1	3	4	20	14	4.02	high
Supervision Needs								
11	Dare to make decisions	1	5	0	20	16	4.07	high
12	Have a high sense of responsibility	2	4	0	21	15	4.02	high
Interpersonal Impact								
13	Willing to work together in a team	1	4	4	22	11	3.90	high
14	Can present ideas	1	4	16	21	0	3.36	medium

Source: processed data (2021)

The results of the questionnaire of all research variables and the research model framework and hypotheses are then processed into SmartPLS so that the path diagram is processed as follows :

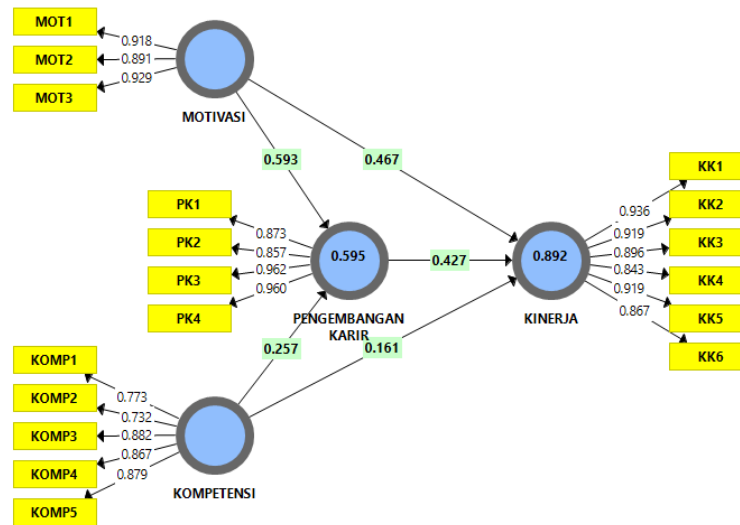


Figure 2

Based on the SmartPLS results in the image above, it can be seen that all indicators in each construct have a loading factor value above 0.7 so that the PLS model is declared to have met the requirements of convergent validity.

In addition to looking at the loading factor value of each indicator, convergent validity must also be assessed from the AVE value of each construct, all constructs in the PLS model are declared to have met convergent validity if the AVE value of each construct is > 0.5. The complete AVE value of each construct can be seen in the following table:

The results of the analysis Tabel 5. Loading Factor Value and AVE . Value

Variable	Indicator	Loading Factor	AVE	Validity
Employee performance	KIN1	0.936	0.805	Valid
	KIN2	0.919		Valid
	KIN3	0.896		Valid
	KIN4	0.843		Valid
	KIN5	0.919		Valid
	KIN6	0.867		Valid
Competence	KOMP1	0.773	0.687	Valid
	KOMP2	0.732		Valid
	KOMP3	0.882		Valid
	KOMP4	0.867		Valid
	KOMP5	0.879		Valid
Motivation	MOT1	0.918	0.834	Valid
	MOT2	0.891		Valid
	MOT3	0.929		Valid
Career development	PK1	0.873	0.836	Valid
	PK2	0.857		Valid

PK3	0.962	Valid
PK4	0.960	Valid

Source: processed data (2021)

show that the adjusted R square value of the career development variable is 0.574, this shows that 57.4% of career development is influenced by work motivation and competence of employees, based on the results of the analysis in the table below:

Tabel 6. Koefisien Determinasi

	R Square	R Square Adjusted
KIN	0.892	0.883
PK	0.595	0.574

Source: processed data (2021)

The results of hypothesis testing based on the results of the PLS analysis that have been carried out in this study:

Tabel 7. Summary of Hypothesis Testing Results

Hipotesis	Original Sample (O)	Kesimpulan
(1) Motivation has a positive effect on Career Development	<ul style="list-style-type: none"> Path Coef = 0.593 T Statistics = 4,377 P value = 0,000 	Terbukti (accepted)
(2) Competence has a positive effect on Career Development	<ul style="list-style-type: none"> Path Coef = 0.257 T Statistics = 2,241 P value = 0,013 	Terbukti (accepted)
(3) Motivation has a positive effect on employee Performance	<ul style="list-style-type: none"> Path Coef = 0.467 T Statistics = 7,288 P Value = 0,000 	Terbukti (accepted)
(4) Competence has a positive effect on employee Performance	<ul style="list-style-type: none"> Path Coef=0.161 T Statistics = 2,757 P Value = 0,003 	Terbukti (accepted)
(5) Career Development has a positive effect on employee Performance	<ul style="list-style-type: none"> Path Coef = 0.427 T Statistics = 4,966 P Value = 0,000 	Terbukti (accepted)
(6) Motivation can have a positive effect on the Performance of employees through career development	<ul style="list-style-type: none"> Path Coef = 0.253 T Statistics = 3,633 P Value = 0,000 	Terbukti (accepted)
(7) Competence can have a positive effect on the performance of employees through career development	<ul style="list-style-type: none"> Path Coef = 0.110 T Statistics = 2,032 P Value = 0,021 	Terbukti (accepted)

Source: processed data (2021)

The summary of the results of testing the hypothesis above is as follows:

Motivation has a positive effect on career development.

The results of the analysis in this study indicate that on the path that shows the relationship of the influence of motivation on career development (MOT→PK), the p value obtained is 0.000 with a T statistic of 4.377 and a positive path coefficient of 0.593. Because the path p value < 0.05, T statistic > 1.96 and the path coefficient is positive, it can be concluded that motivation has a positive effect on career development, this indicates that the higher the employee's work motivation, the better the employee's career development. This supports hypothesis 1 in this study so that hypothesis 1 is accepted. The results of this study are in line with the research results of Natalia & Netra, (2020) entitled "The Effect of Work Motivation in Mediating the Effect of Career Development on the Performance of Sinlge Fin Surf Shop, Cafe and Bar Badung Regency", the results of this study indicate that work motivation has a positive and significant effect on career development and employee performance

Competence has a positive effect on career development.

The results of the analysis in this study indicate that on the path that shows the relationship between the influence of competence on career development (KOMP→PK), the p value obtained is 0.013 with a T statistic of 2.241 and a positive path coefficient of 0.257. Because the path p value < 0.05, T statistic > 1.96 and the path coefficient is positive, it can be concluded that competence has a positive effect on career development. This supports hypothesis 2 in this study so that hypothesis 2 is accepted. The results of this study are in line with the results of Solikhin, (2018), research. Management and Business Journal, Issn : 2528 – 6668 entitled "Competence and Career Development on Employee Performance at Sahid Tourism College Surakarta", the results of this study indicate that there is a significant influence of competence and career development on employee performance at Sahid Tourism College Surakarta

Motivation has a positive effect on performance.

The results of the analysis in this study indicate that in the path that shows the relationship between the influence of motivation on employee performance (MOT→KIN), the p value obtained is 0.000 with a T statistic of 7.288 and a positive path coefficient of 0.467. Because the path p value < 0.05, T statistic > 1.96 and the path coefficient is positive, it can be concluded that motivation has a positive effect on employee performance, this indicates that the higher the employee's work motivation, the higher the employee's performance. This supports hypothesis 3 in this study so that hypothesis 3 is accepted. The results of this study are in line with the results of Hartati, (2020) with the research title "Analysis of Influence of Motivation, Competence, Compensation toward Performance of Employees" it is proven that Work Motivation as measured by employee performance has a positive and significant contribution to employee performance levels.

Competence has a positive effect on performance.

The results of the analysis in this study indicate that on the path that shows the relationship between the influence of competence on employee performance (KOMP→KIN), the p value

obtained is 0.003 with a T statistic of 2.757 and a positive path coefficient of 0.161. Because the path p value < 0.05 , T statistic > 1.96 and the path coefficient is positive, it can be concluded that competence has a positive effect on employee performance, this indicates that the higher the employee's work competence, the higher the employee's performance. This supports hypothesis 4 in this study so that hypothesis 4 is accepted. The results of this study are in line with the research results of Wulansari & Rahmi, (2019) in their research entitled "The Effect of Employee Competence and Motivation on Employee Performance". shows that the relationship between competence and motivation on employee performance at PT Dinas Pendidikan turns out to have a positive and significant relationship simultaneously. And as a partial relationship motivation and competence affect employee performance.

Career development has a positive effect on performance.

The results of the analysis in this study indicate that on the path that shows the relationship of the influence of career development on employee performance (PK KIN), the p value obtained is 0.000 with a T statistic of 4.996 and the path coefficient is positive at 0.427. < 0.05 , T statistic > 1.96 and the path coefficient is positive, it can be concluded that career development has a positive effect on employee performance, this indicates that the better the career development of employees, the higher the employee's performance. This supports hypothesis 5 in this study so that hypothesis 5 is accepted. The results of this study are in line with several previous research results such as the results of research by Arifin et al., (2020) in the research title "The Influence Of Recruitment And Career Development Towards Employee Performance: A Mediating Role Of Competence", The results of the study indicate that career development has a significant and positive effect on employee performance

Career development can positively mediate the effect of competence on employee performance.

The results of the analysis in this study indicate that the p value of the indirect effect of motivation on performance mediated by career development is 0.000 with a T statistic of 3.633 and a positive path coefficient of 0.253. Due to the p value < 0.05 and T statistic > 1.96 , H_0 is rejected and it is concluded that career development can positively mediate the influence of motivation on employee performance. This supports hypothesis 6 in this study so that hypothesis 6 is accepted. The results of this study are in line with the results of research by Hung-Jen Lo, Ph.D, et al (2014) which shows that personal traits which are a source of employee motivation can affect employee performance mediated by employee career development.

Career development can positively mediate the effect of competence on employee performance.

The results of the analysis in this study shows that the p value is no direct influence of competence on performance is mediated by career development is at 0,021 with T statistics of 2,032 and path coefficient is positive at 0,110. Therefore the value of p value < 0.05 and T statistics $> 1,96$ then H_0 is rejected and concluded that career development can mediate the

positive influence of competence on employee performance. This supports hypothesis 7 in this study, thus, hypothesis 7 is accepted. The results of this study are also in line with the results of Fajar Saranani's research (2015) which shows a mediating effect of career development on the effect of employee competence obtained from training on employee performance.

CONCLUSION AND RECOMMENDATION

Conclusions

- 1) Motivation has a positive effect on career development, it shows the higher work motivation of employees, so that the career development of employees is getting better.
- 2) Competence has a positive effect on career development, it shows higher employee competencies, so that employee career development is getting better.
- 3) Motivation has a positive influence on employee performance, it shows higher employee motivation, so employee performance is higher.
- 4) Competence has a positive influence on employee performance, it shows the employee's work competence is getting higher, so that employee performance will increase.
- 5) Career development has a positive influence on employee performance, it shows that employee career development is getting better, so employee performance is also getting higher.
- 6) Career development can positively mediate the effect of motivation on employee performance. This shows that the high work motivation of employees will encourage employees to develop their careers in the company, so that employee performance will increase because career development will increase employee abilities and motivation.
- 7) Career development can positively mediate the effect of competence on employee performance. Employee career development which can further improve employee performance and show a mediating effect of career development on the effect of employee competence obtained from training on employee performance.

Recomendations

- 1) For companies, in order for the company's performance to increase, the company should:
 - a) Provide clarity and communicate career opportunities for employees.
 - b) Implement a Transparent Performance Assessment System.
 - c) Employee rights which include salary and increase every year, Holiday Allowance, and other allowances in accordance with the work agreement.
 - d) Provide rewards and punishments to retain quality employees.
 - e) Provide training and training to improve employee performance.
 - f) The establishment of a bond of intimacy between colleagues in the office.
- 2) For future research, it is expected to be able to conduct research with a different research model from the model that has been studied in this study, this can be done by adding other variables that have not been studied in this study but are thought to have an effect on employee performance, these variables can be style variables. leadership, work environment and employee job satisfaction

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